MULTIMEDIA UNIVERSITY STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2015 / 2016

BRS2014 RECRUITMENT AND SELECTION

(All sections / Groups)

1st JUNE 2016
9.00 a.m. – 11 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This Question paper consists of **SIX (6)** pages with **FIVE (5)** Questions only.
2. Attempt **FOUR (4)** out of **FIVE (5)** questions. All questions carry equal marks and the distribution of the marks for each question is given.
3. Please write all your answers in the answer booklet provided.

KPMG MALAYSIA

KPMG in Malaysia provides audit, tax and advisory services. Established in 1928, not only is the firm one of the oldest in Malaysia, but also the oldest KPMG firm in the Asia Pacific region. With approximately over 1,700 staff positioned in 10 offices nationwide, KPMG goal is to turn knowledge into value for the benefit of their clients, people, and the capital markets. KPMG provides audit, tax and advisory services as well as industry insight to help organizations negotiate risks and perform in the dynamic and challenging environments in which they do business.

In line with their exciting growth, the KPMG is looking for a proven, top class, business minded accounting professionals to apply to the all-round role of **Finance Director**. The job description and job specification for the Finance Director is listed in the accompanying ***exhibit A***.

KPMG wishes to design and then use a selection system for assessing applicants that will achieve two objectives: (1) create a valid and useful system that will do a good job of matching applicant KSAOs to job requirements, and (2) be in compliance with all relevant employment laws.

Source adapted from : http://www.kpmg.com/my/en/pages/default.aspx (accessed on 20/4/2016)

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Exhibit A: Job Description of Finance Director.

Job purpose of finance director is to be responsible for all financial and fiscal management aspects of company operations. Provide leadership and coordination in the administrative, business planning, accounting and budgeting efforts of the company.

I. Key duties of finance director

1. Staff management

- Supervise the grants administration staff person and the accounting office staff lead.
- Provide for appropriate professional development activities for all employee groups.

2. Cash and risk management

- Manage ongoing banking relationships for maximum efficiency.
- Develop cash flow forecasting and maintain a long term cash forecast.

3. Accounting and financial controls

- Manage the payroll function ensuring efficient systems, process and controls.
- Manage the financial system

4. Leadership

- Ensure the team delivers the highest standard of departmental teamwork and customer service.
- Ensure optimal deployment of resources to achieve business goals.
- Lead and coach the team to recruit and retain high caliber staff.

5. Management reporting

- Responsible for financial management reporting for the foundation.
- Present monthly and year-to-date financials with accompanying analysis of results.

II. Job specification of finance director:

1. MA in Finance, Accounting or equivalent experience.
2. 5+ years senior level experience in international development program operations.
3. Knowledge of cost accounting methods and practices
4. Comfortable with a team approach to management
5. Excellent general management skills particularly in facilitation, team building and coordination.
6. Effective communicator with ability to communicate organization's direction and ability to motivate others with strong, honest leadership.
7. Possess excellent problem solving skills.

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Note: Questions 1 – 5 are based on the KPMG case study above.

Each question carries 25 marks.

Choose ANY FOUR (4) questions only.

QUESTION 1

(a) Propose to the CEO of KPMG Malaysia that an external talent focus strategy would be a more appropriate choice in the recruitment of a Finance Director.

Support your proposal with the reasons why KPMG Malaysia should hire externally.

(15 marks)

(b) The job description for the Finance Director was created 10 years ago. You believe that the job description is already outdated.

Does KPMG need to conduct a new job analysis for the Financial Director position? Explain you answer.

(10 marks)

(Total: 25 marks)

QUESTION 2

(a) Describe **TWO (2)** external recruiting sources that you think would be most effective for filling the Finance Director position.

(10 marks)

(b) Based on your answer in (a) justify your choice based on the speed and cost for **EACH** of the source identified.

(10 marks)

(c) Many factors can influence a recruiter's effectiveness and performance. Some of these factors are controllable by the recruiter, and others are not.

Briefly describe **ONE (1)** factor influencing a recruiter's effectiveness.

(5 marks)

(Total: 25 marks)

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QUESTION 3

(a) Explain **THREE (3)** evaluative assessment methods you would use in KPMG's external staffing decisions. (15 marks)

(b) Based on your answer in (a) and Exhibit A Job Specification, prepare the assessment plan for the Finance Director. Use the following table as a guideline to prepare your assessment plan.

Characteristics	Importance of characteristics to Job Performance (1 = most important)	Select (S) Train (T)	Method 1	Method 2	Method 3

(10 marks)

(Total: 25 marks)

QUESTION 4

Assuming that KPMG, after weighing its options, decided to use the following selection methods to assess applicants for the Finance director job; resume, cognitive ability tests, job knowledge test and structured interview.

KPMG advertised for the position extensively, and out of a pool of 30 initial applicants, it was able to come up with a list of three finalists. Shown in the accompanying exhibit B are the results from the assessment of the three finalists using these selection methods. In addition, information from an earlier resume screen is included for possible consideration.

For **EACH** finalist, you are to decide whether you would be willing to hire the person and explain the reasons for your decision.

Note: Refer to Exhibit B

(Total: 25 marks)

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Exhibit B – Results of Assessment of Finalist for Finance Director Position

	Finalist 1 - Abdul Hallim	Finalist 2 - Jacky Cheung	Finalist 3 - Munni Alyaa
Resume	GPA 3.85 Singapore National University B.A(hons) Accounting and Finance 5 years experience in Finance No supervisory experience	GPA 2.90 University Malaya B.A(hons) Finance 20 years experience in Finance - Certified finance professional 12 years' supervisory experience	GPA 3.0 University Tenaga Nasional B.A (hons) Business Accounting 7 years experience in Accounting - 3 years specialising in auditing 5 years's supervisory experience
Cognitive ability test	80 % correct	68 % correct	74 % correct
Knowledge test	84 % correct	88 % correct	81 % correct
Structured Interview (out of 100 points)	75	58	65
Question II)	Ability to influence others	To have the flexibility to do what I want	Promotions and bonuses
Question III)	Golf	Football	Basketball

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QUESTION 5

(a) You are required to prepare the orientation and socialization program for the new Finance Director.

What information will you include in the orientation kit given to the Finance Director? Identify and briefly explain **FIVE (5)**.

(10 marks)

(b) Discuss **THREE (3)** career development tools that can increase the probability that KPMG future internal recruitment efforts will be successful.

(15 marks)

(Total: 25 marks)

End of Paper